MassResults: Effective, Accountable and Open State Government

June 26, 2014

UMass Boston

#MassResults

Progress on Administration Priorities

Moderator: **Glen Shor**, *Secretary, Administration & Finance*

Panelist: **Greg Bialecki**, *Secretary, Housing and Economic Development*
Rachel Kaprielian, *Secretary, Labor and Workforce Development*
Matthew Malone, *Secretary, Education*
Andrea Cabral, *Secretary, Public Safety and Security*
John Polanowicz, *Secretary, Health and Human Services*

Creating Jobs and Economic Opportunity

Greg Bialecki

Secretary

Housing and Economic Development

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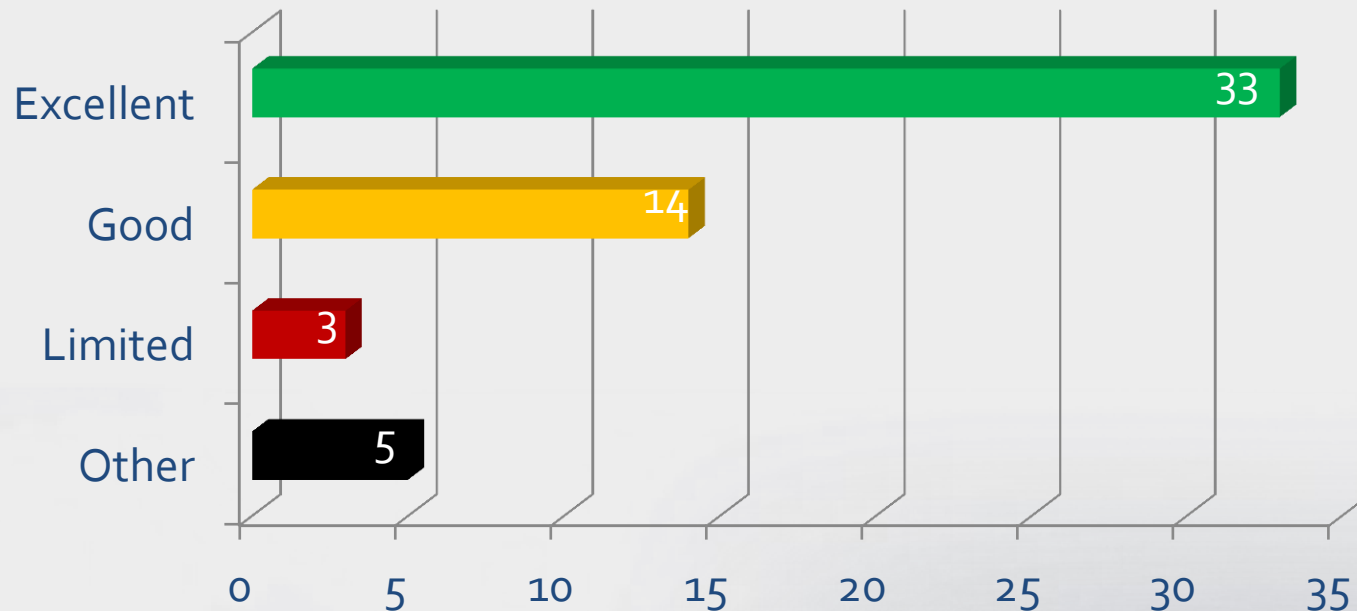
Economic Development Plan

- **Choosing to Compete in the 21st Century** – developed in 2011 by a planning council of 34 public and private members

- Builds on Governor Patrick's strategy of making long-term investments in **education, innovation and infrastructure**

- Focuses on five "categories for action" with 55 action items

- Public-private collaboration **critical** to success

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Scorecard at a glance

Progress on 55 Action Items

Horizontal bar chart:
- Excellent: 33 (green)
- Good: 14 (gold/yellow)
- Limited: 3 (red)
- Other: 5 (black)

X-axis: 0, 5, 10, 15, 20, 25, 30, 35

Details available on mass.gov/compete

Legend:
- ● Progress met/exceeded expectations
- ● Good progress but slightly below expectations
- ● Progress inconsistent with plan objective
- ● Flagged as unmeasurable – data unavailable for effective measurement

Annual Economic Development Summit

- April 10th – over 275 attendees

  - Businesses
  - Cities/Towns
  - Educational institutions (universities, community colleges, vocational schools)

- Highlight Progress – update on the plan

- Collaboration & Engagement

  - Business, academia, and municipal discussion panels
  - Audience polling

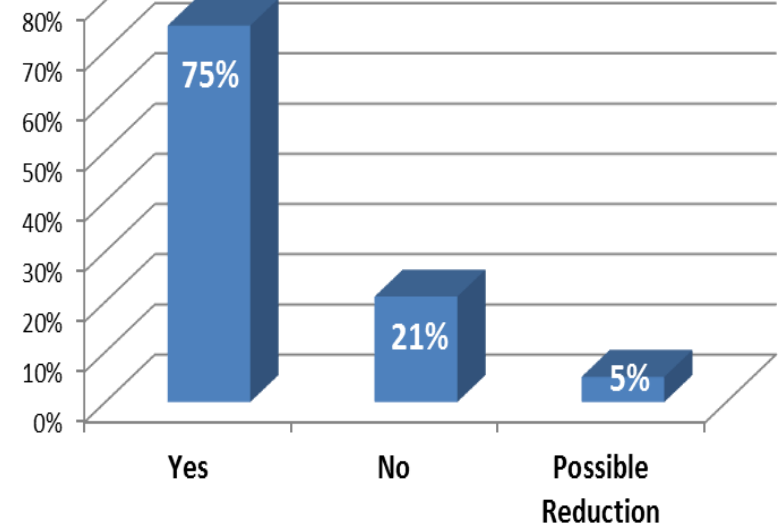MassResults: Effective, Accountable and Open State Government

Audience Polling

How will the economy perform in 2014?
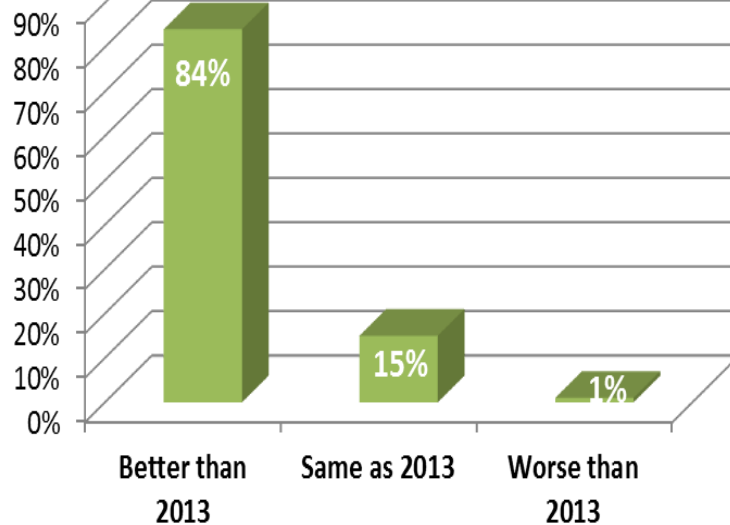
Will your business/organization be hiring in 2014?

Turnaround for the Massachusetts Economy

	2000-2006	2007-2013
GDP Growth	MA Underperforms US 1.41% MA vs. 2.31% US Ranks 44th Nationwide	MA Outperforms US 1.16% MA vs .77% US Ranks 18th Nationwide
Job Growth	MA Underperforms US -.4% for MA vs. 4.7% US Ranks 44th Nationwide	MA Outperforms US 2.9% for MA vs. -.04% US Ranks 11th Nationwide

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Net Employment Growth

JOBS
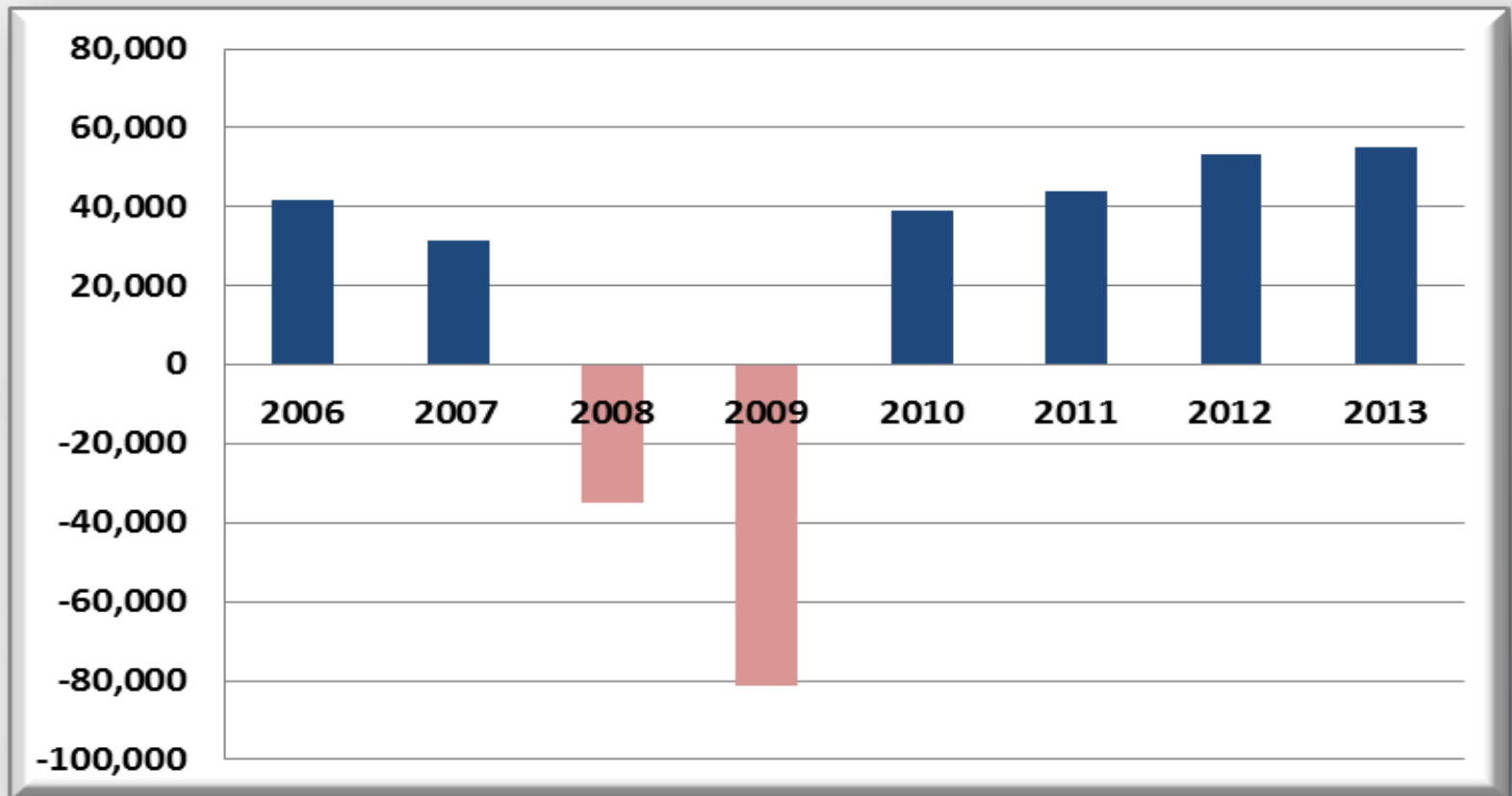
96,800 jobs gained from 2007 – 2013 – Ranks 4th in the U.S. in job creation

Helping People Obtain Jobs and Workforce Opportunities

Rachel Kaprielian

Secretary

Labor and Workforce Development

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Performance Focus

- **Efficient Unemployment Insurance System**
- **Job Placement & Hiring**
- Workforce Training
- Increase Youth Employment
- Protect Workers
- Compensate Workplace Injury
- Promote Labor Harmony
- **Shrink Underground Economy**

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Efficient Unemployment Insurance System

- Key areas of performance for UI (overall):

    - Speed of customer response
    - Timeliness of payment
- To increase outcomes in these areas, the Commonwealth had to expand system capacity

- Create online services to expand beyond Call Center services

    - Commonwealth launched UI Online (July 1, 2013)
    - Goal:
        - 65% of Customers file claim online
            - October 2013: 59.7%
            - May 2014: 62.3%
        - 98% of Customers using self-service options to manage their claim (including UI Online)
            - October 2013: 97.9%
            - May 2014: 98.3%
- IMPACT: Average speed of answer (ASA) for April 2014 (17. 5 minutes) was 10 minutes less than pre-go live (May 2013 ASA was 27.4 minutes)

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UI Online Action Steps

- **Usability reviews of online screens** (to ease customer access and response)

- **Continued promotion of system online** (to increase customer 1st time usage for initial claims and customer volume for Call Centers)

- **Emphasis on fraud reduction and cross-system** checks (to increase efficiency and revenue)
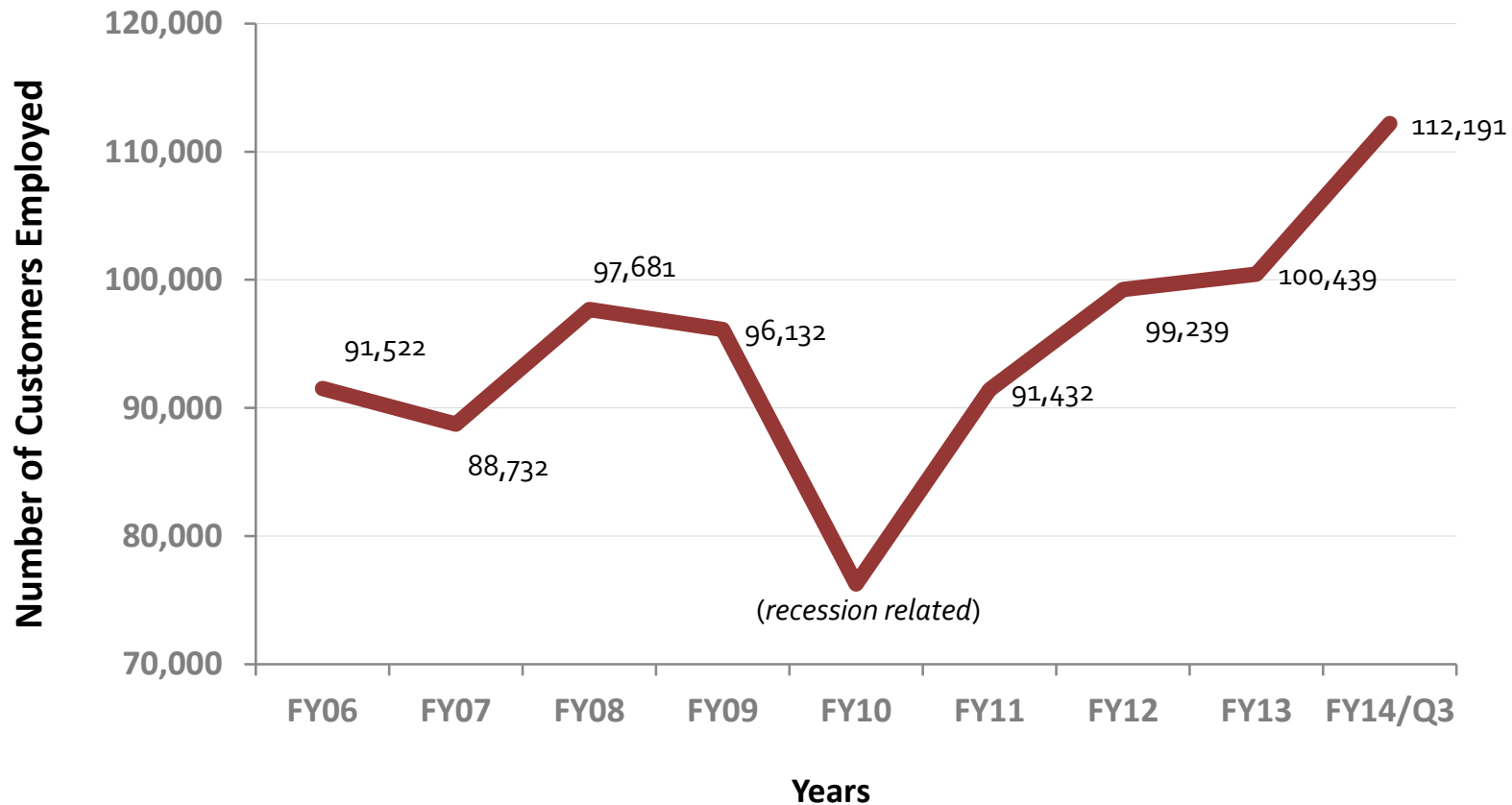
One-Stop Career Centers

Since January 2007, the network of 33 One-Stop Career Centers across the state provided services to more than:

- 81,200 Employers

- 1.4M Job Seekers

  - 765,863 were Unemployment Insurance claimants
  - 77,787 were veterans
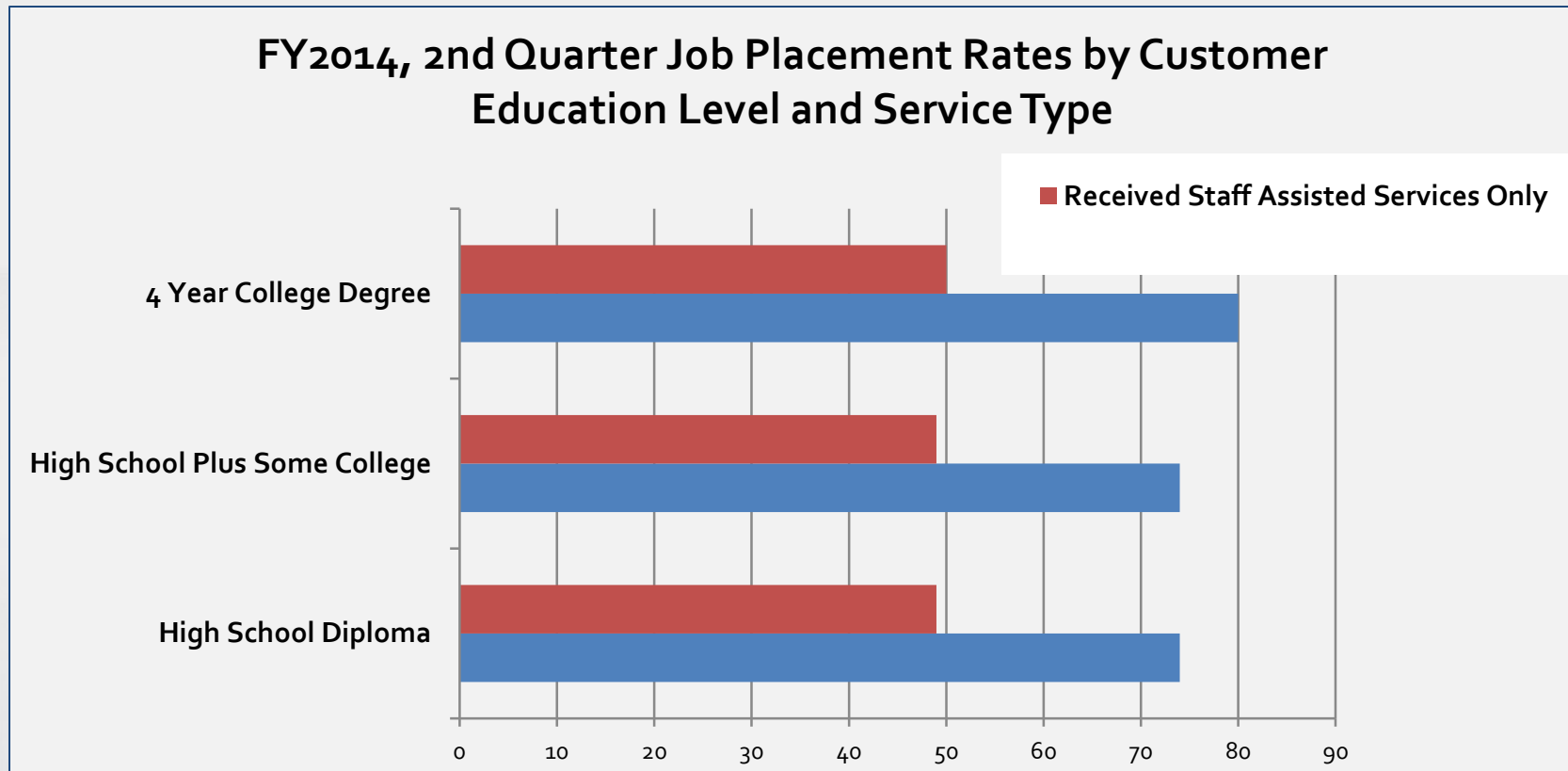 - 77,982 were individuals with self-identified disabilities

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Job Placement

One-Stop Career Center Customers Employed

Chart: "One-Stop Career Center Customers Employed" — Number of Customers Employed (y-axis, 70,000 to 120,000) by Years (x-axis).

- FY06: 91,522
- FY07: 88,732
- FY08: 97,681
- FY09: 96,132
- FY10: (recession related) [approx 76,000]
- FY11: 91,432
- FY12: 99,239
- FY13: 100,439
- FY14/Q3: 112,191

Job Placement – Action Steps

Increase access to education and training pathways (services with greatest job placement impact)

FY2014, 2nd Quarter Job Placement Rates by Customer Education Level and Service Type

■ Received Staff Assisted Services Only

Job Placement – Action Steps

- One Stop Career Center Marketing Tour

  - Open Houses
  - Branding

- Employer Outreach – MA BizWorks

  - "No wrong door"
  - Cross agency business service staff training
  - Resource Guide for Business Service   Representatives
  - Marketing Campaign early fall

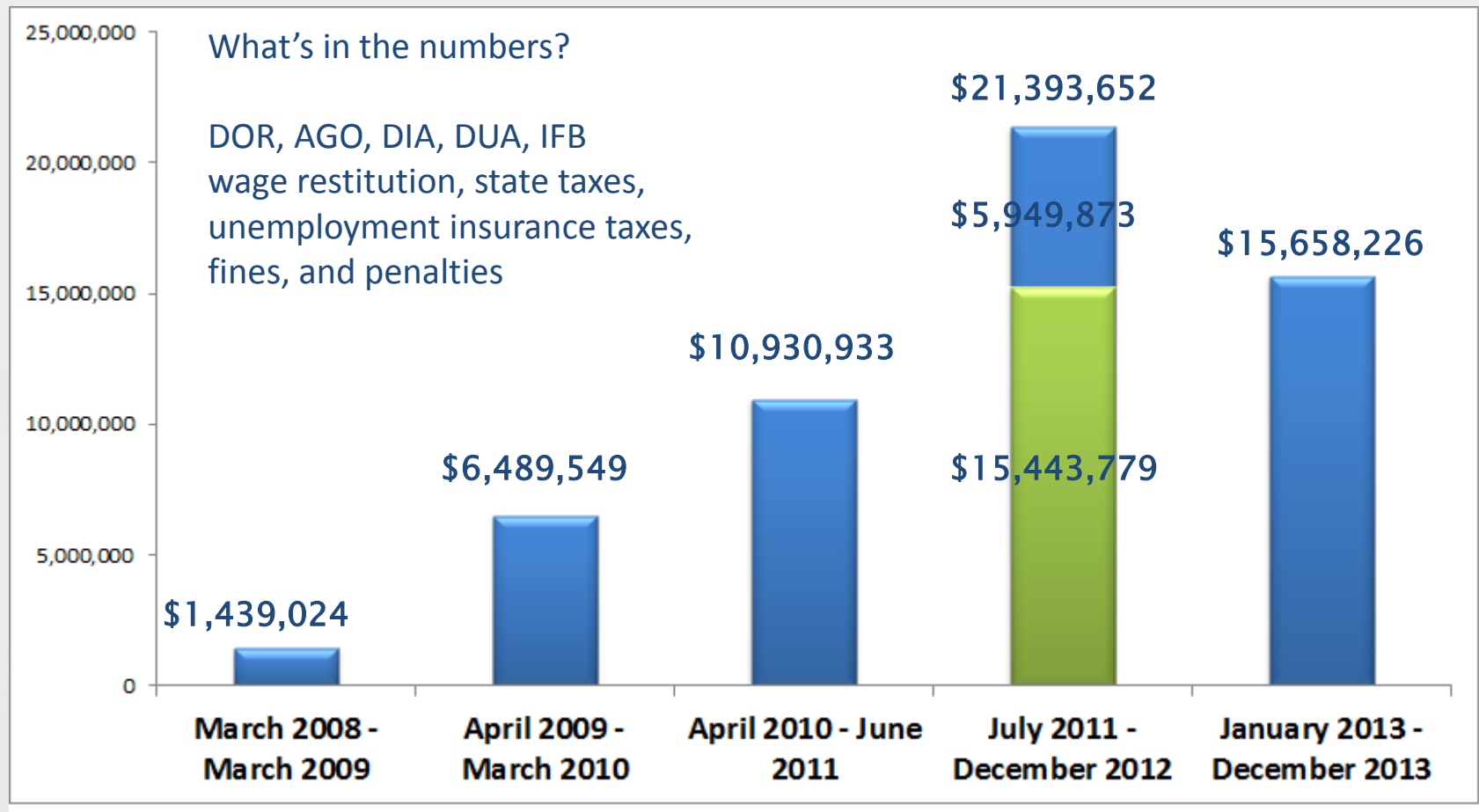MassResults: Effective, Accountable and Open State Government

Underground Economy

Coordinate the efforts of multiple state agencies and utilizes data cross-matching to identify fraud and combat fraudulent employment activities by enforcing the state's labor, licensing, and tax laws.

- Identify fraud through data and anonymous tips;

- Conduct joint, targeted investigations and enforcement actions;

- Protect the health, safety, and rights of workers;

- Restore competitive equality for law-abiding businesses;

- Educate business owners and employees about applicable requirements;

- Pursue revenue owed to the Commonwealth so that the cost of illegally cutting corners by unscrupulous businesses is not passed on to taxpayers and ratepayers.

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Task Force Successful Initiatives – Revenue Recovery

What's in the numbers?

DOR, AGO, DIA, DUA, IFB
wage restitution, state taxes,
unemployment insurance taxes,
fines, and penalties

- March 2008 - March 2009: **$1,439,024**
- April 2009 - March 2010: **$6,489,549**
- April 2010 - June 2011: **$10,930,933**
- July 2011 - December 2012: **$21,393,652** ($5,949,873 + $15,443,779)
- January 2013 - December 2013: **$15,658,226**

Using Data to Close the Achievement Gap

Matthew Malone

Secretary
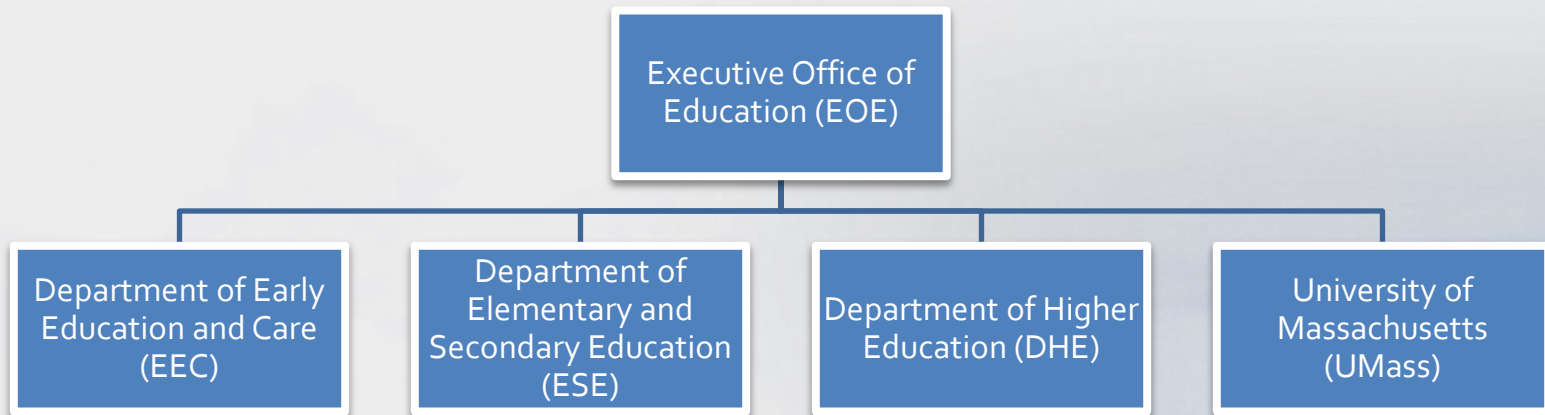
Education

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Executive Office of Education

- Newest secretariat - created in 2008 by Governor Patrick to help build a 21st century public education system in Massachusetts, from birth through higher education that prepares students of all ages for lifelong success.

- The EOE has oversight of the Commonwealth's public education agencies, and coordinates the development and implementation of initiatives across the state's early education, K-12, and public higher education institutions

Executive Office of Education (EOE)

| Department of Early Education and Care (EEC) | Department of Elementary and Secondary Education (ESE) | Department of Higher Education (DHE) | University of Massachusetts (UMass) |

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Performance Management Across EOE

EEC
Launched the Quality Rating and Improvement System, a method to assess, improve, and communicate the level of quality in early care & education and after-school settings, that is serving as a national model.

ESE
Has led the nation with a statewide test for students in grades 3-8 & 10 that helps improve curriculum and instruction, evaluate student, school, and district performance, and determine eligibility for high school graduation.

DHE
Launched the Vision Project to focus on such issues as college participation, completion and the elimination of disparities and establishes accountability for results.

UMass
Launched an accountability report, which measures 21 key goals for success, establishes key priority areas, delineates how progress is measured, and provides the results in a clear and convenient way.

New National Model Longitudinal Data System: Edwin

Integrates longitudinal data from pre-kindergarten through public post-secondary education

Provides timely and actionable information that empowers educators and informs better decision making at every level

Includes tools to help educators improve teaching, learning, school readiness and education outcomes

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Massachusetts' National and International Competitiveness

International: PISA 2012

- Massachusetts 15-year-olds tied for **4th** in reading literacy, tied for **10th** in math and tied for **7th** in science literacy among 65 countries worldwide.

International: TIMMS 2011

- If Massachusetts were it's own country, its eighth graders would rank **2nd in the world** in science, behind only Singapore.

National: NAEP 2013

- Massachusetts tied for **1st in the nation** on the grades 4 and 8 National Assessment of Educational Progress reading test.
- Massachusetts tied for **1st in the nation** with two other states on the grade 4 mathematics assessment and outperformed all other states on the grade 8 mathematics assessment.

Elementary and Secondary Education's long-term focus on Performance Management has produced results – and narrowed gaps

Narrowing the 10th Grade Achievement Gap (2002-2013)

English Language Arts
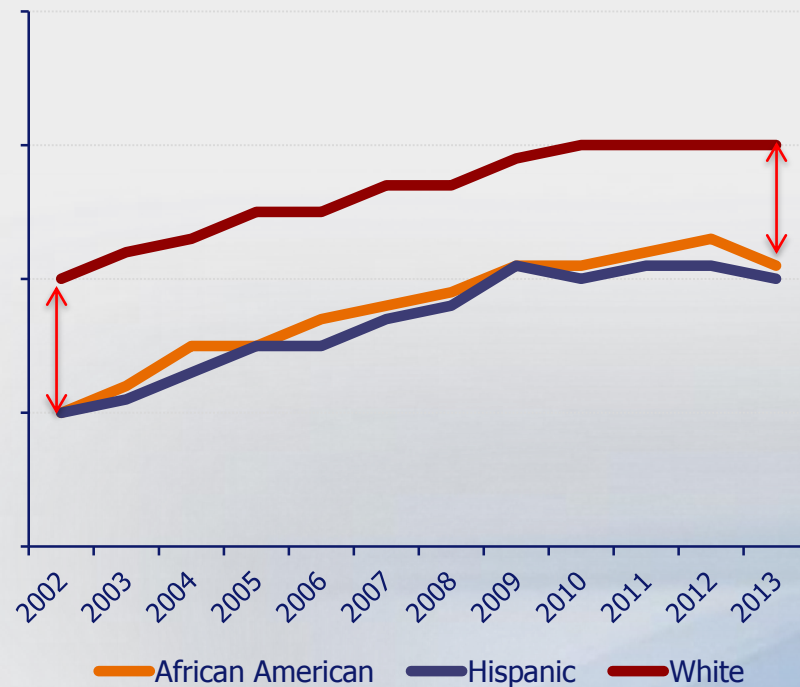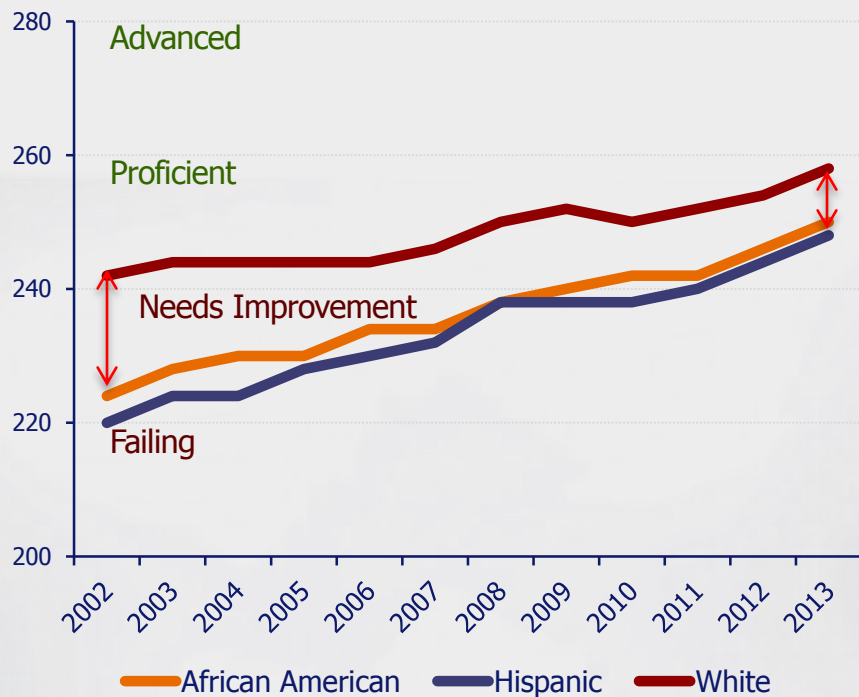African Americans: +26
Hispanics: +28
Whites: +16

Mathematics
African Americans: +22
Hispanics: +20
Whites: +20

Narrowing the 10th Grade Low Income Achievement Gap (2002 - 2013)
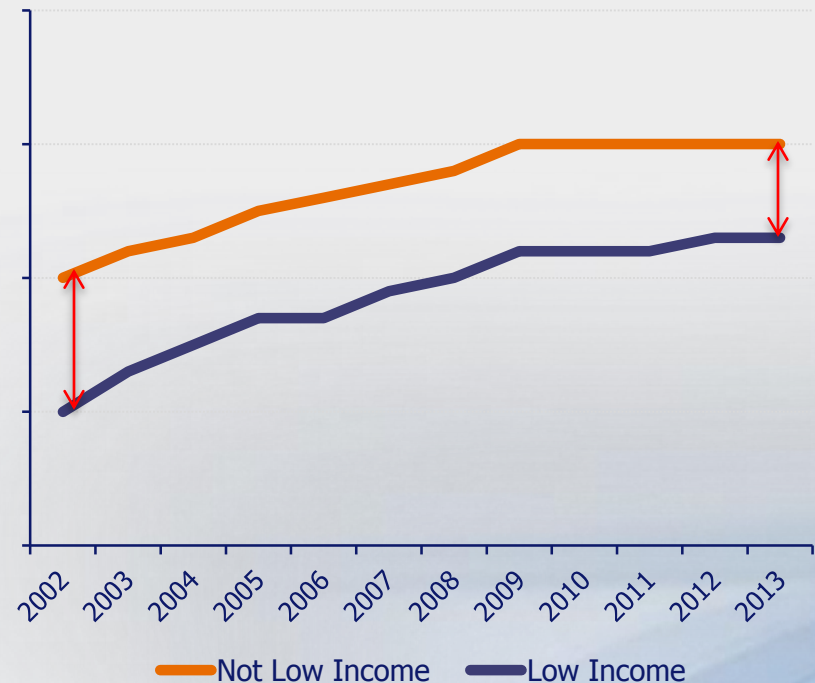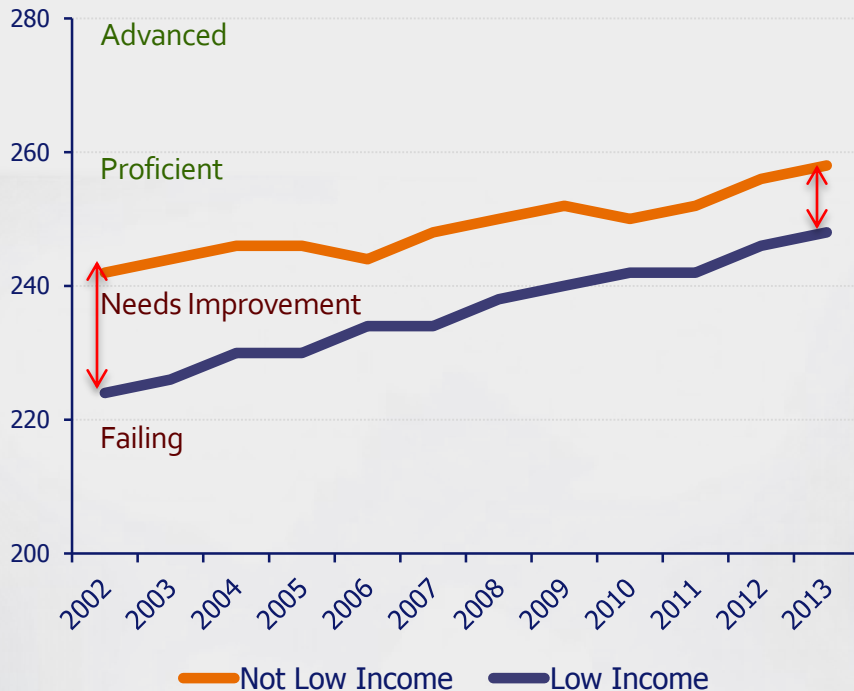
English Language Arts
Low Income: +24
Not Low Income: +16

Mathematics
Low Income: +26
Not Low Income: +20

English Language Arts chart:

Y-axis labels: 280, 260, 240, 220, 200

Performance levels: Advanced, Proficient, Needs Improvement, Failing

X-axis: 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013

Legend: Not Low Income, Low Income

Mathematics chart:

X-axis: 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013

Legend: Not Low Income, Low Income

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EOE Data Spotlight

Focus on data has also revealed areas where we're not yet closing gaps:

- On the 2013 MCAS, **43% of third graders are not proficient readers** and among children from low-income families, a staggering **65% lag in reading**.

- In Massachusetts, **60% of community college students**, 22% of state university students, and 10% of UMass students take **at least one non-credit bearing remedial course**.
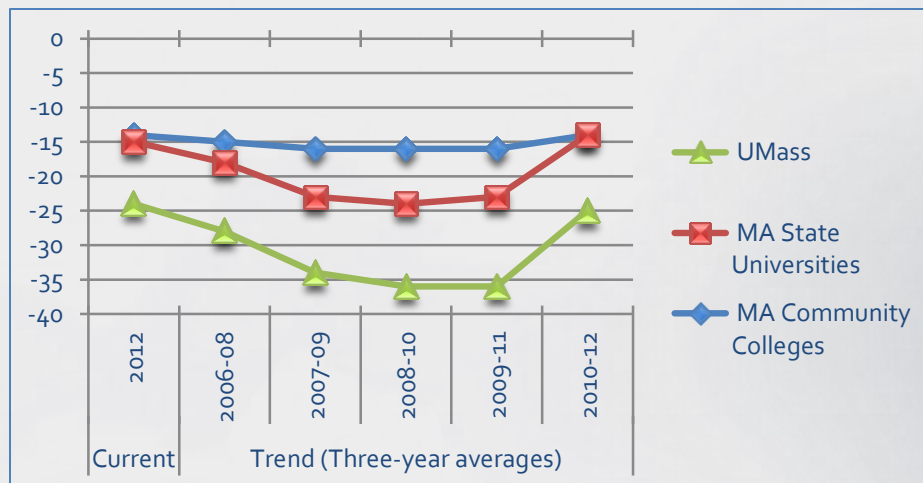
Lagging Grade 3 ELA Performance
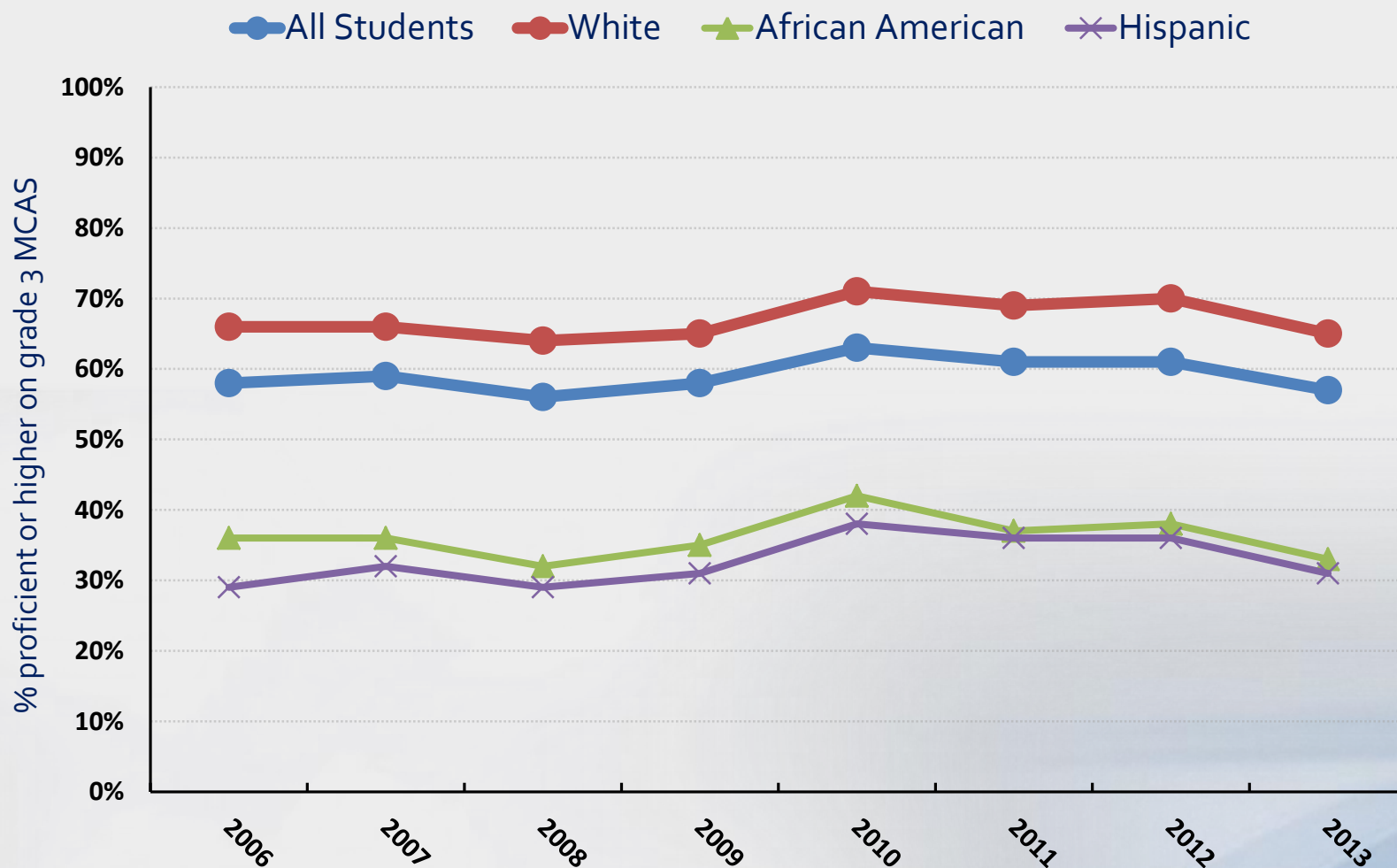
Disparities in College Remediation Rates
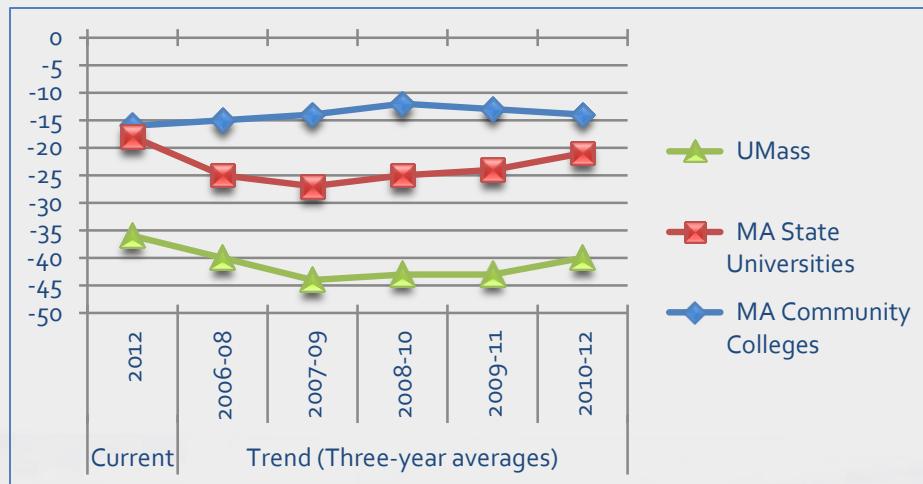
African American/White Gaps in % of Recent High School Graduates Enrolling in Any Remedial Courses.

Latino/White Gaps in % of Recent High School Graduates Enrolling in Any Remedial Courses.

So What Are We Doing?

- **Third Grade Reading**
  - Governor Deval Patrick signed An Act Relative to Third Grade Reading Proficiency into law, which establishes an Early Literacy Expert Panel to advise state education agencies on research-based strategies to improve the language and literacy development of children from birth to age 9.
- **College Remediation**
  - The Department of Higher Education established a task force on college remediation, which has set an intermediate goal of increasing by 20% the rate of students completing a first gateway-level course within two years of enrollment.
  - The Board of Higher Education recently voted to allow campuses to use high school GPA as a measure of a student's readiness for college-level math, in lieu of a placement exam.

What Have We Learned?

- Analyzing what we're doing well and what we've yet to accomplish promotes a climate of open and candid discussions among and across our education agencies – as well as with the general public.

- Using data to show areas of strength is important, but its real power lies in shining a light on disparities and motivating us to make improvements.

- Constant attention to performance management has lifted Massachusetts to the highest levels of educational achievement in the world – and keeps us focused on continual improvement.

Youth Violence Reduction

Andrea J. Cabral

Secretary

Public Safety and Security

Massachusetts Overall Crime

- Over the past 25 years, the rate of violent crime per 100,000 persons in Massachusetts dropped 35% from 620 offenses to 404 offenses.

  - This is the lowest violent crime rate in nearly 40 years.

- Preliminary data from 2013 indicates the number of homicides has decreased 21% since 2009, aggravated assaults have decreased 14% and robberies have decreased 9%.

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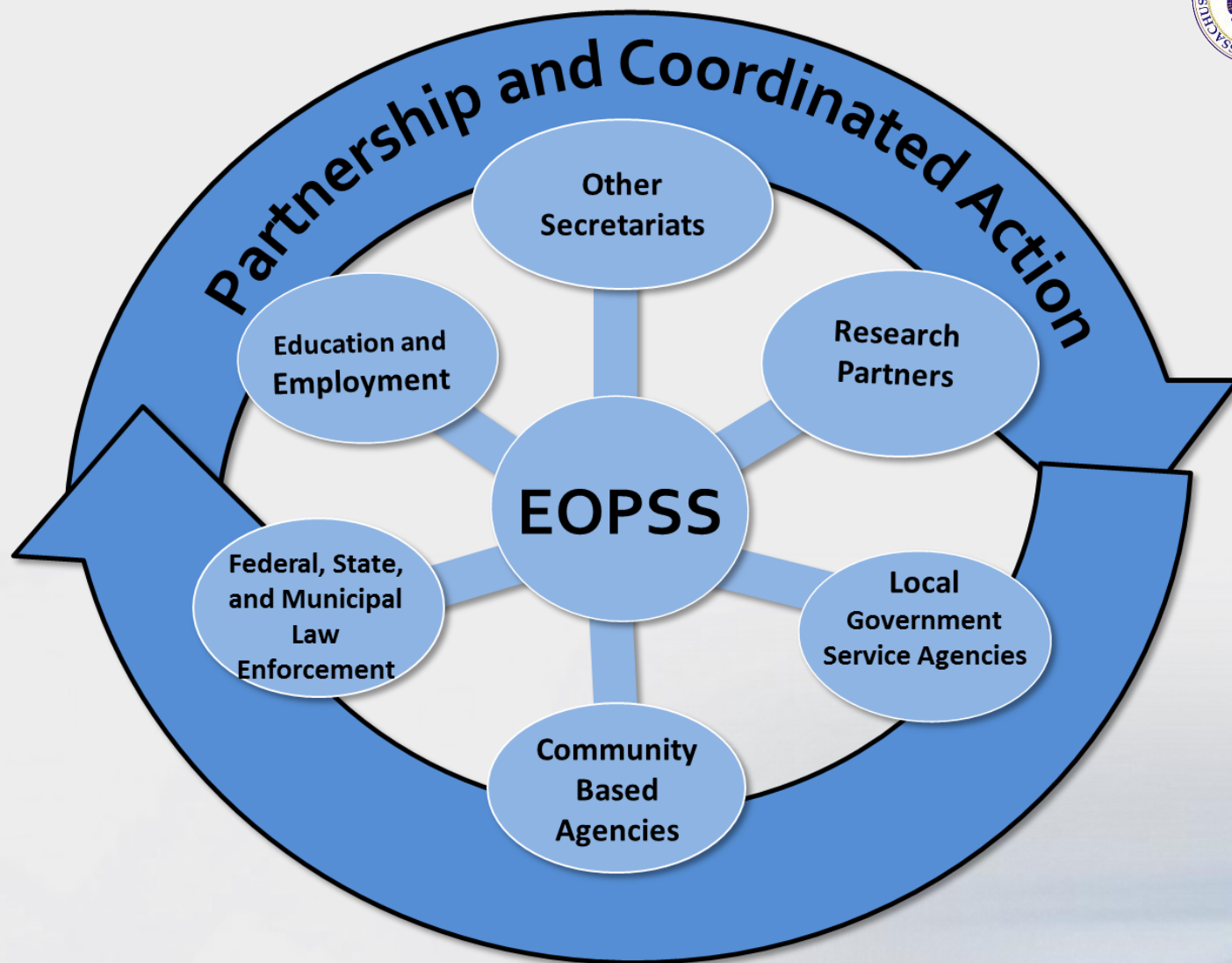
Shannon Community Safety Initiative

Shannon CSI Provides Resources to Support:

- *Opportunities Provision/Prevention(36%)*

- *Social Intervention (32%)*

- *Suppression (24%)*

Statewide Shannon CSI 2013 Funding Allocation: $6,074,940

Pie chart legend:
- Social Intervention (32%)
- Opportunities Provision (36%)
- Suppression (24%)
- Organizational Change (6%)
- Community Mobilization (2%)

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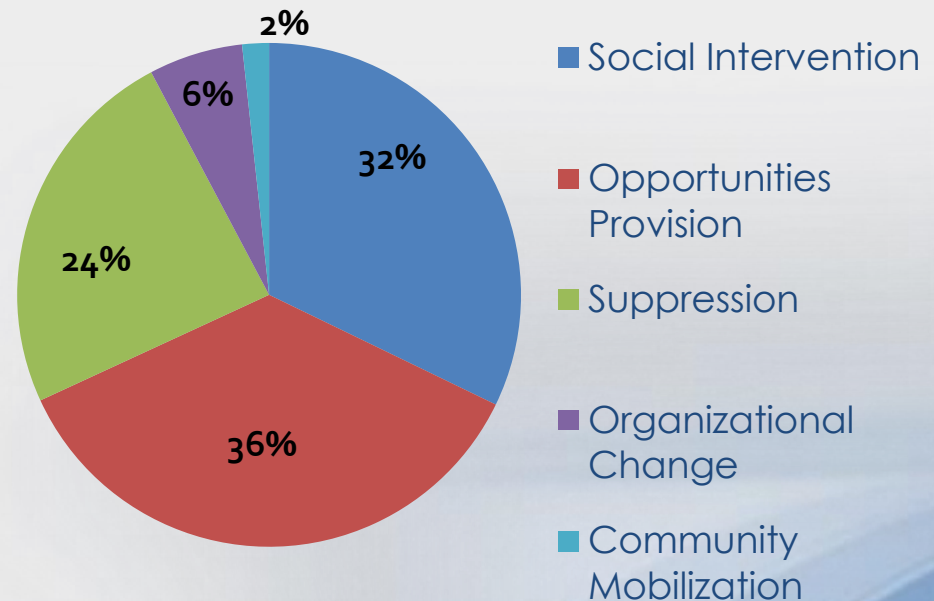
Decreasing Youth Violence

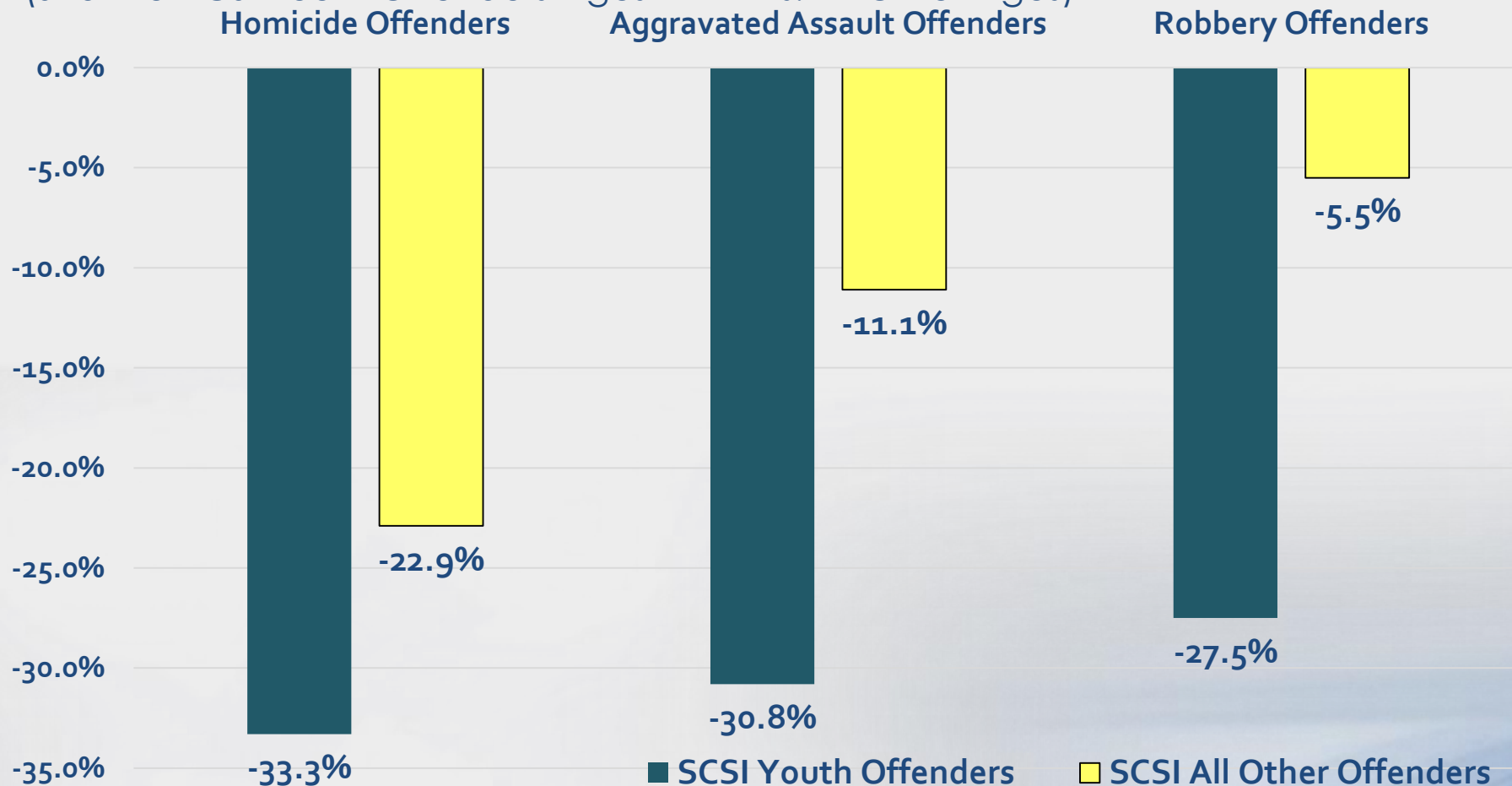## Percent Change in Key Violent Crime Measures, 2009-2013
(Shannon CSI Youth Offenders Ages 14-24 vs. All Other Ages)

Homicide Offenders   **Aggravated Assault Offenders**   **Robbery Offenders**

Legend:
- ■ SCSI Youth Offenders
- □ SCSI All Other Offenders

Data values:
- Homicide Offenders: SCSI Youth Offenders -33.3%, SCSI All Other Offenders -22.9%
- Aggravated Assault Offenders: SCSI Youth Offenders -30.8%, SCSI All Other Offenders -11.1%
- Robbery Offenders: SCSI Youth Offenders -27.5%, SCSI All Other Offenders -5.5%

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Improving Data Collection

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New Initiative

- Pew-MacArthur Results First Initiative

  - Effort began in 2012
  - Coordinated by the Special Commission to Study the Commonwealth's Criminal Justice System
  - Funding programs identified as highly effective

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Positive Youth Development

John Polanowicz

Secretary

Health and Human Services

Strengthening Public Safety and Ending Youth Violence

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Safe and Successful Youth Initiative (SSYI)

- Inter-agency strategy helping keep our cities and towns safe which has an exponential effect on their surrounding communities.
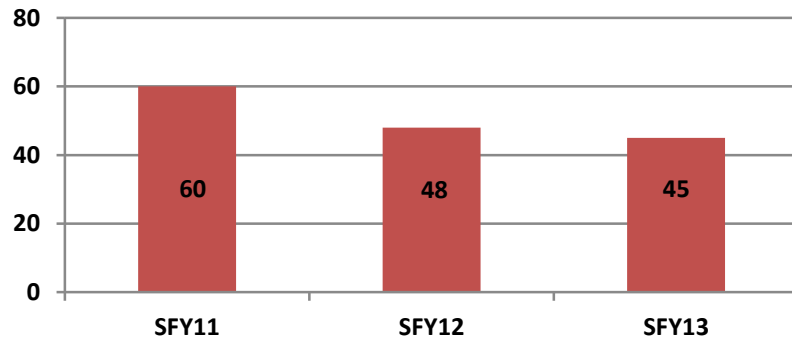
- Grants to 11 identified communities

Boston	**Brockton**	**Chelsea**	**Fall River**
Holyoke	**Lawrence**	**Lowell**	**Lynn**
New Bedford	**Springfield**	**Worcester**	

- Targets young men age 14-24 identified as "proven-risk youth"

- More than 1,300 youth, and over 100 family members, have participated in education and employment opportunities

- Results show reductions in homicides and aggravated assaults in these cities

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Crime Rates Declined in SSYI Cities

SSYI Cities, Homicides Ages 14-24

	SFY11	SFY12	SFY13
Homicides	60	48	45

Homicides in SSYI cities have dropped 25% since the start of the grant cycle.

Aggravated Assaults in SSYI cities have dropped 19% since the start of the grant cycle.

SSYI Cities, Aggrivated Assaults Ages 14-24

	SFY11	SFY12	SFY13
Aggravated Assaults	3,438	3,046	2,784
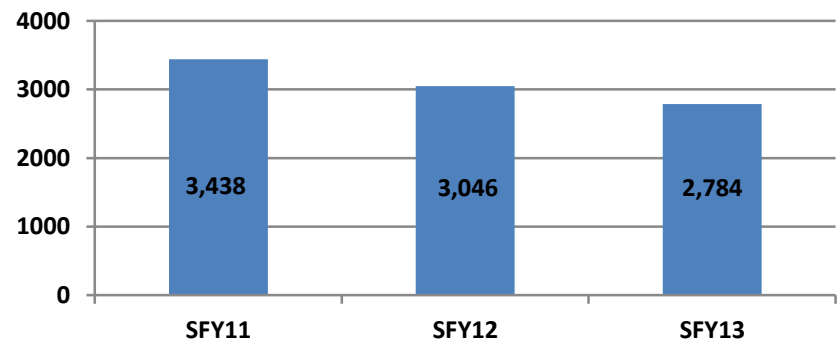
The Juvenile Detention Alternatives Initiative (JDAI)

> *Ensure the "right youth is in the right place for the right reasons"*
>
> JDAI's proven methodology balances public safety with a diversion strategy that prevents lower risk youth from more involvement in the correctional system

- The Department of Youth Services has partnered with six counties to support local, county-level work groups

Worcester	**Essex**	**Hampden**
Suffolk	**Bristol**	**Middlesex**

- Pilots in Worcester and Suffolk Counties have supported more than 450 youth in community based placements rather than in facilities

54% reduction in juvenile detentions	20% reduction in the average length of stay for youth held on bail

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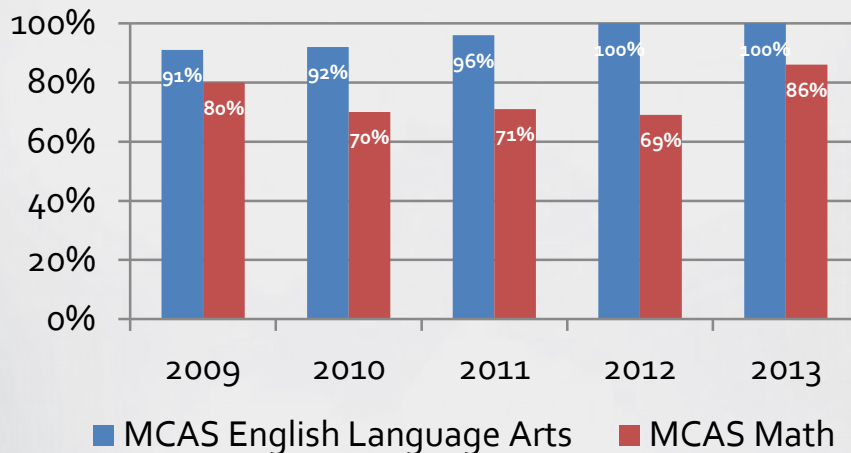# Education Efforts at the Department of Youth Services

Educational accomplishment is a significant protective factor related to _decreasing_ future delinquent and criminal behavior and _increasing_ positive youth outcomes
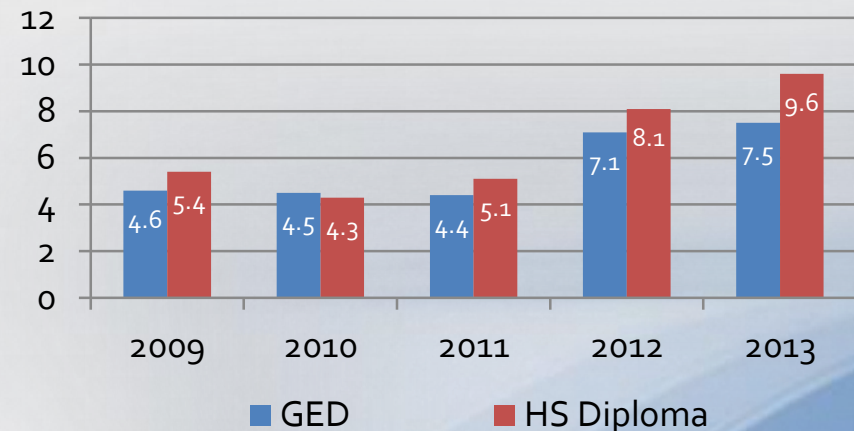
More youth are successfully passing MCAS English and Math tests

In the past 5 years, a greater proportion of DYS Youth have received their Diploma or GED

% of youth Passing MCAS English/Math tests

Bar chart — % of youth Passing MCAS English/Math tests (2009–2013):
- 2009: MCAS English Language Arts 91%, MCAS Math 80%
- 2010: MCAS English Language Arts 92%, MCAS Math 70%
- 2011: MCAS English Language Arts 96%, MCAS Math 71%
- 2012: MCAS English Language Arts 100%, MCAS Math 69%
- 2013: MCAS English Language Arts 100%, MCAS Math 86%

Legend: ■ MCAS English Language Arts ■ MCAS Math

High School Diplomas and GEDs Earned by DYS Youth (Per 100 on Committed Caseload)

Bar chart — High School Diplomas and GEDs Earned by DYS Youth (2009–2013):
- 2009: GED 4.6, HS Diploma 5.4
- 2010: GED 4.5, HS Diploma 4.3
- 2011: GED 4.4, HS Diploma 5.1
- 2012: GED 7.1, HS Diploma 8.1
- 2013: GED 7.5, HS Diploma 9.6

Legend: ■ GED ■ HS Diploma

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Investments in Youth Violence Prevention

Investing in strengthening young people and the families that surround them

Department of Public Health: Positive Youth Development and Youth At Risk Services

Family Resource Centers: In FY 13, almost 7,000 families received services from a Family Resource Center

Mass-211: YTD FY 14 over 80,000 calls

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Health Care Quality, Access and Cost Containment

John Polanowicz

Secretary

Health and Human Services

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Cracking the Code on Health Care Costs

Health Care Cost Containment

Reduce the cost of health care and health care spending while maintaining access to and improving the quality of care

Preliminary data shows we are meeting the overall goal

- Slowed growth in health care spending
- Access to health care in MA remains high
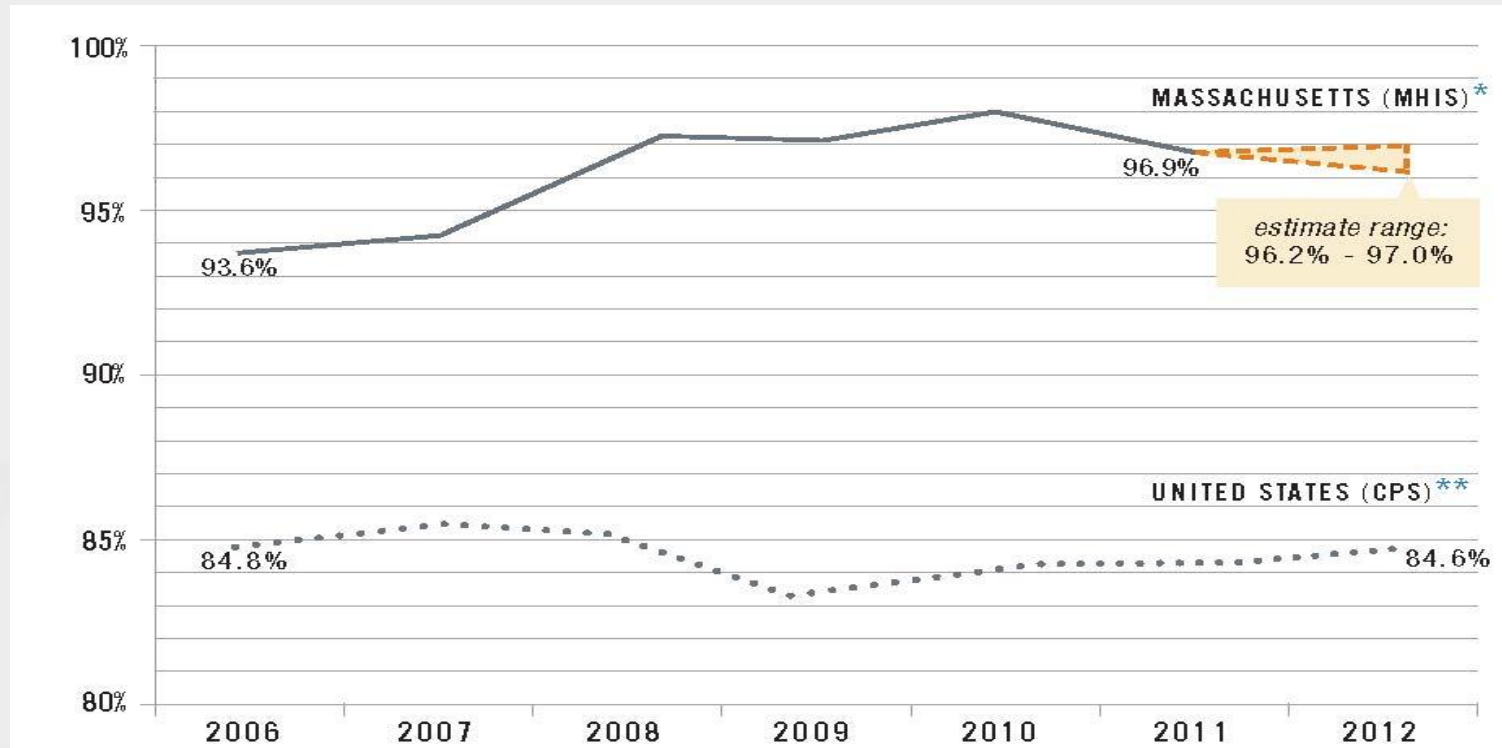- DPH investments are improving population health in the long run

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Health Care Cost Growth Trends

- From 2001-2009, health care spending in MA grew faster than both the national average and the state's economy
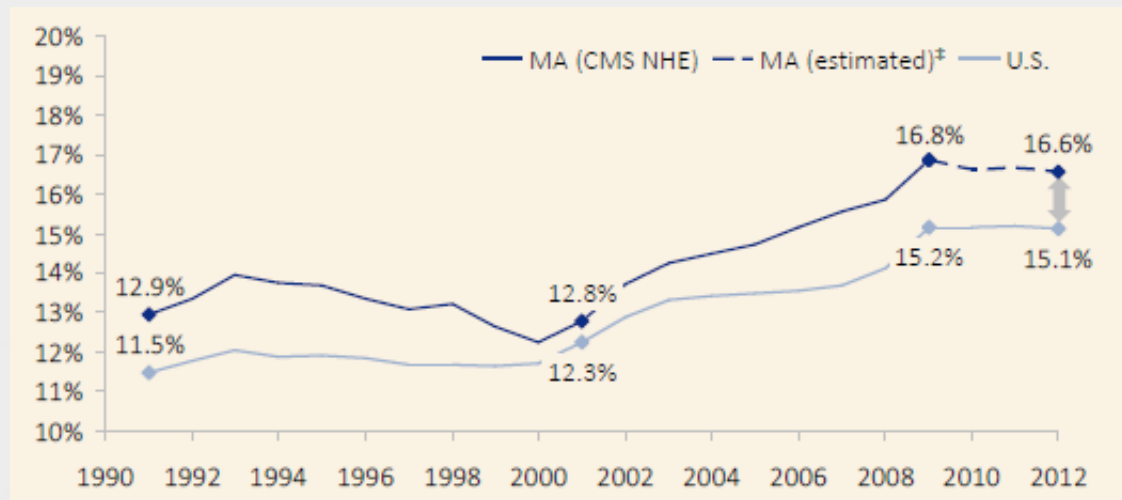
- Since 2009, health care spending growth has slowed in both MA and the US

- Health care spending has grown more slowly than the state economy in two of the past three years

Continuing to Lead on Access

MA has the highest percentage of insured individuals in the country

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Improving Population Health

- Investments focused on promoting prevention and wellness and community-based supports

- Life expectancy in MA is at an all-time high of 80.7 years, more than two years above the national average (78.5)

- Smoking rates, childhood obesity and teen pregnancy are decreasing
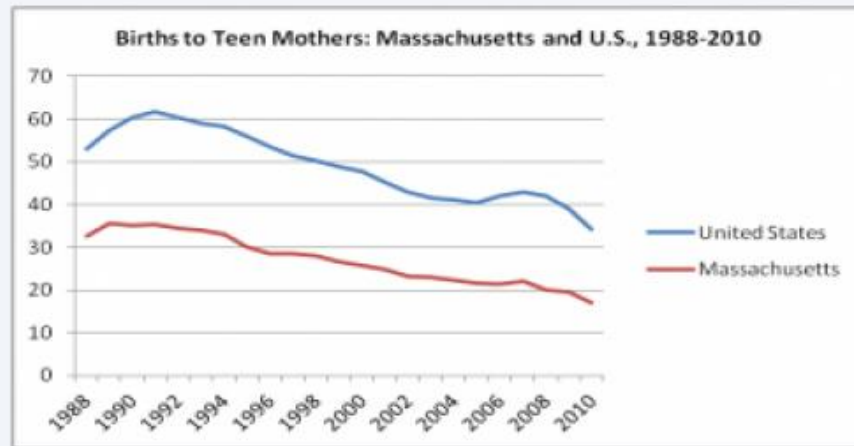
SOURCE: Massachusetts Births 2010. (2013, March). Boston: Division of Research and Epidemiology, Bureau of Health Information, Statistics, Research and Evaluation, Massachusetts Department of Public Health
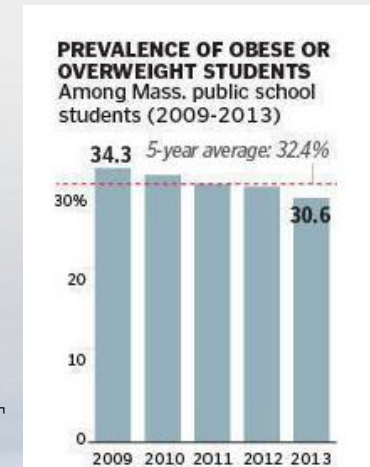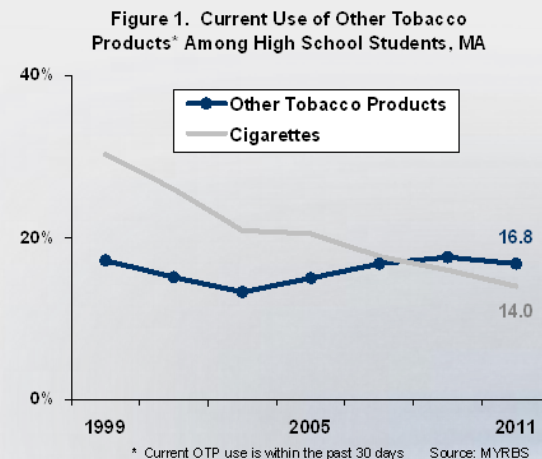
Challenges of Managing Health System Performance and Cost

- **Health care system is large and complex**
  - $66B in health care spending in MA
- **Many drivers of health care costs; only some are directly under the state's control**
- **Data lags for key performance metrics, sometimes by several years**

Many Drivers of Health Costs

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ANF Health Care Reforms

Glen Shor
Secretary
Administration and Finance

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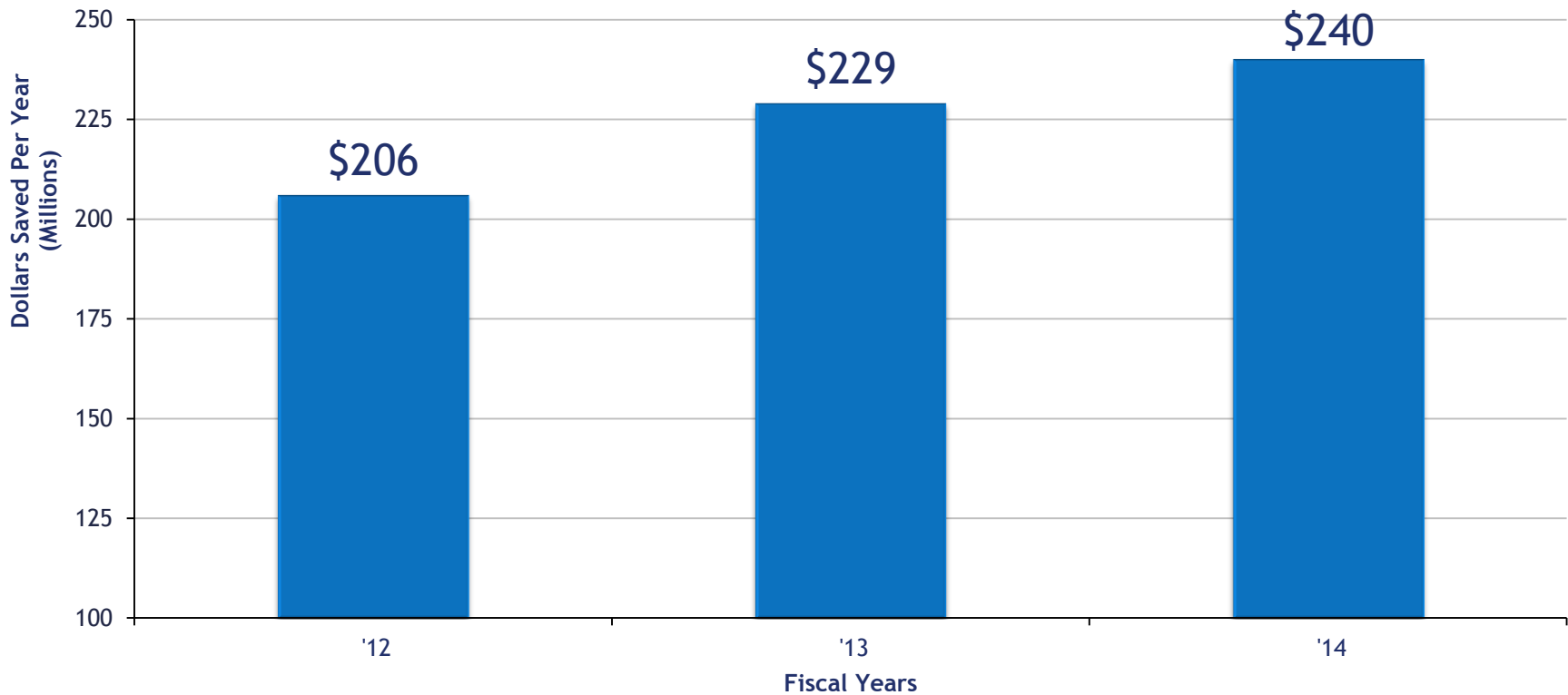
Municipal Health Reform Savings

261 Communities have Adopted Municipal Health Care Reform in the Commonwealth

Bar chart showing Dollars Saved Per Year (Millions) by Fiscal Years:
- '12: $206
- '13: $229
- '14: $240

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Q and A:
Progress on Administration Priorities

Interactive Exercise

Ed Burke

MassResults Project Manager

Collins Center

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Interactive Exercise

"Describe an example of how PM principles and techniques have been used effectively in your organization. This could be to implement a new policy or priority, solve a problem, achieve better results through a grants or contracting process, etc. Importantly, explain why it worked."